SYNOPSIS

A STUDY OF ANTECEDENTS AND CONSEQUENTS OF ORGANISATIONAL POLITICS AMONG STAFF IN SELECTED UNIVERSITIES OF INDIA

For the Award of Doctor of Philosophy (Ph.D.) in Management

Submitted by

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"Politics is the art of the possible"

- *Oto Bon Bismar*ck (1876)

Organizational politics has been defined as "actions that (a) are inconsistent with accepted organizational norms, (b) are designed to promote self-interest, and (c) are taken without regard for, and even at the expense of organizational goals"

- ***Valle and Witt, 2001***

1 INTRODUCTION

Organization is a group of people working together in a coordinated manner to achieve common goals, through optimum utilization of the scarce resources distributed among highly diversified workforce. The diversified people have disagreements and conflicting interests, which creates competing claims on scarce resources. Those who hold more power will get maximum share of these resources**.** Power is defined by **Robert Dahl (1957)** as "the capacity of 'A' to influence the behavior of 'B' so that, 'B' does something he/she would not otherwise do". In order to get control over these resources people get involved in power struggles and to maximize their power, they play the game of politics. Organizational politics is defined by **Kachmar and Barron (1999)** as an evolving behavior that is directed towards furthering self or group interest at the expense of other's wellbeing.

1.1 CONDITIONS FOR POLITICAL ACTIVITIES IN ORGANIZATIONS

The first condition for the use of politics is **interdependence**, a situation in which what happens to one organizational actor effects what happens to others. Interdependence arises because organization is a team and every member of this team has some specific skills. The skills of one team member are complementary to skills of other members of the team. Any task in an organization cannot be completed by use of skills of a single member in isolation but his skills

are required to be complemented by others. In the absence of such interdependence there would be no basis for conflict.

The second condition for use of political behavior is **heterogeneous goals**, which are inconsistent with each other. If all organizational members agreed on the same point all the times there would be no politics and diversity is the core factor which triggers disagreement among organizational members.

Scarcity of resources is third condition for existence of organizational politics. People try to make competitive claims on scarce resources and this competition give birth to conflict. As indicated in the figure conditions of scarcity, interdependence, heterogeneous goals and beliefs about technology, produce conflict. Whether or not that conflict eventuates in politics depends upon two conditions that is, importance of the resource and distribution of power. In situations where the resource in issue is perceived to be less important, politics may not be involved to resolve the issue. The second condition is distribution of power. Political activities appear when power is dispersed because when power is highly centralized, the centralized authority makes decisions using its own rules and values.

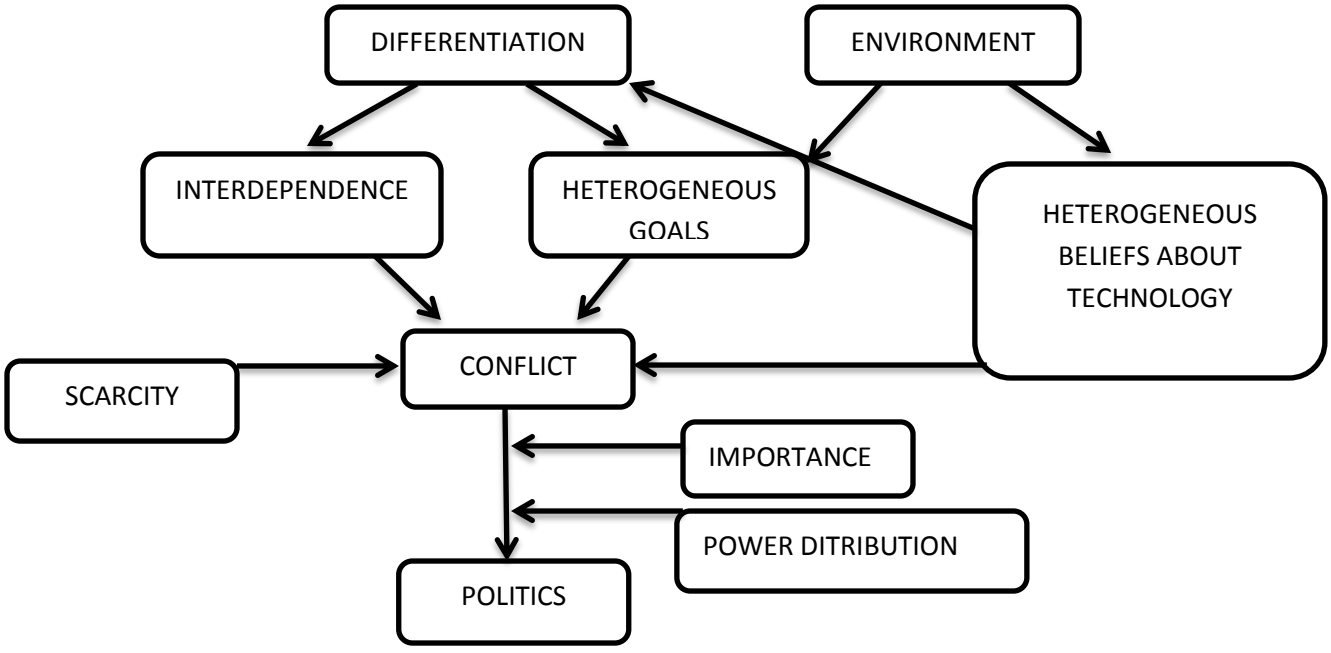


Figure 1.1 Model for the Conditions for the Use of Power and Politics in Organizations

The conditions mentioned in figure 1.1, give rise to political activities like **forming coalitions, game playing, controlling information channels, attacking or blaming others** etc. all these activities may either produce favorable or unfavorable outcomes for organizations. Some researchers like Henry Mintzberg have identified some positive effects of organizational politics like overcoming personal inadequacy, coping with change, and better leadership but most of the studies on organizational politics have pointed out its negative affects like decrease in level of job satisfaction, Organizational commitment, organizational citizenship behavior, job productivity and increase in tardiness, absenteeism, employee turnover, level of stress and job anxiety etc. (Ferris et al., 1989, Randall et al. 1994, Ferris Et al 1994, Jacob W. Breland, Lisa M.Williams, Jeewon Cho, Jun Yang and Gerald R. Ferris, 2011).

In consistent with the majority of the studies on organizational politics, this study shall also consider organizational politics as a negative construct. For the purpose of this study, researcher shall consider the cognitive approach to study organizational politics. Organizational politics will be studied from the perspective of individual's perception regarding it. The study shall be focusing on multilevel antecedents and consequents of perception of organizational politics in higher education sector of India, since the higher education sector of India also have scarce resources with highly diversified workforce having conflicting roles and relationships, which gives rise to power struggle and ultimately results in organizational politics.

2 OVERVIEW OF HIGHER EDUCATION SECTOR IN INDIA

The essence of Human Resource Development is education, which plays a significant and remedial role in balancing the socio-economic fabric of the country. Since citizens of India are its most valuable resource, our billion-strong nation needs the nurture and care in the form of basic education to achieve a better quality of life. This warrants an all-round development of the citizens, which can be achieved by building strong foundations in education. In pursuance of this mission, **Ministry of Human Resource Development (MHRD)** was created on September 26, 1985, through the 174th amendment to the Government of India (Allocation of Business) Rules, 1961. Currently, the MHRD works through two departments:

- Department of School Education & Literacy
- **Department of Higher Education**

While the Department of School Education & Literacy is responsible for development of school education and literacy in the country**, Department of Higher Education** takes care of what is one of the largest Higher Education systems of the world, after the United States and China.

The higher education system in India includes private and public universities. Public universities are supported by the Government of India and the state governments, while private universities are supported by various bodies and societies. Universities are recognized by the University Grants Commission (UGC), which draws its power from the University Grants Commission Act, 1956. In addition, 16 Professional Councils are established, controlling different aspects of accreditation and coordination. The types of universities controlled by the UGC include Central universities, State universities, Deemed universities and Private universities.

In addition to the above universities, other institutions are granted the permission to autonomously award degrees, and while not called "university" by name, they act as such. They usually fall under the administrative control of the Department of Higher Education. In official documents they are called "autonomous bodies", "university-level institutions" or even simply "other central institutions".

Table 1: TOTAL NUMBER OF UNIVERSITIES IN INDIA AS ON 11.02.2013

UNIVERSITIES	**TOTAL NUMBER**
Central Universities	44
State Universities	298
Private Universities	148
Deemed Universities	130
TOTAL	620

Source*: www.ugc.ac.in*

According to prestigious world level universities rankings like THE (Times Higher Education) from U.K. (London) and Academic Ranking of World Universities (ARWU) by the Center for World-Class Universities at Shanghai Jiao Tong University, China, no Indian university has marked its presence in top 200 universities of the world in the year 2013. Only 5 Indian universities have marked its presence in top 400 universities of world and 4 of them are autonomous institutes (IIT's). In India no national level university ranking system is yet setup to rank universities of the world and India as well. MHRD, held responsible the incompatibility of criteria of world level ranking systems with Indian demographics for non-presence of Indian universities in world level rankings. MHRD, after getting an approval from Govt. of India has setup a council of professors from IIT's to design and propose a ranking system which would appropriately rank Indian universities as per Indian demographics (The Hindu, 18, Jan, 2014). The proposal is not yet passed, so rankings by various magazines will be considered for selection of universities as sample frame for the purpose of this study.

Table 2. RANKING OF UNIVERSITIES IN INDIA (2013)

RANKING	UNIVERSITY	STATUS COMPARISON
1	Delhi University, Delhi	↔
2	University of Calcutta, Kolkata	↑
3	Jawaharlal Nehru University, Delhi	↑
4	**Banaras Hindu University, Varanasi**	↓
5	University of Mumbai, Mumbai	★
6	University of Hyderabad, Hyderabad	↑
7	Osmania University, Hyderabad	↓
8	**Aligarh Muslim University, Aligarh**	↓
9	Jamia Millia Islamia, Delhi	↑
10	Pondicherry university, Puducherry	↑

Note: *'↔' denotes rank same as 2012, '↓' denotes rank fell down from 2012, '↑' denotes rank rose up from 2012 and '★' denotes new arrival.*

Source: *http://indiatoday.intoday.in/story/india-best-universities-ranking-private-sector-survey/1/272876.html*

As per ranking by India Today magazine of top 10 universities in India, **Banaras Hindu University, Varanasi** and **Aligarh Muslim University, Aligarh** holds 4^{th} and 8^{th} rank respectively at country level, 3^{rd} and 4^{th} rank respectively in north India and 1^{st} and 4^{th} rank respectively in Uttar Pradesh. Among top 10 universities 5 are from North India and among top 5 universities, 3 are from North India. Banaras Hindu University, Varanasi and Aligarh Muslim University, Aligarh are the two universities from North India whose rank is declined from ranking of 2012. These universities have marked their presence in various other magazines' ranking (*Ref. Table 3*), Thus **Banaras Hindu University, Varanasi and Aligarh Muslim University, Aligarh** are selected as sample frame for the study.

Table 3. RANKING OF BHU, VARANASI AND AMU, ALIGARH

	INDIA TODAY			Career 360			THE RANKING		
	INDIA	NORTH INDIA	UP	INDIA	NORTH INDIA	UP	BRIC	INDIA	UP
BHU	4	3	1	5	4	1	-	-	-
AMU	8	4	2	19	10	3	50	8	4

Source: *http://indiatoday.intoday.in; www.careers360.com; www.timeshighereducation.co.uk*

2.1 BANARAS HINDU UNIVERSITY, VARANASI (BHU)

BHU was founded in 1916 by Pandit Madan Mohan Malviya and under the Parliamentary legislation, B.H.U. Act 1915. Banaras Hindu University ranks among the first few in the country in the field of academic and research output. This university has two campuses, 3 institutes, 16 faculties, 140 departments, 4 advanced centers and 4 interdisciplinary schools. The University is making its mark at the national and international levels in a number of frontier areas of Science, Social Science, Technology, Medicine and Agriculture etc. BHU today has nearly twenty thousand students including 2500 research scholars and 650 foreign students from 34 nations, less than one roof that are pursuing different academic programs at the main campus as well as in the newly established Rajiv Gandhi South Campus.

2.2 ALIGARH MUSLIM UNIVERSITY, ALIGARH (AMU)

Aligarh Muslim University was established in 1920, and evolved out of the Mohammedan Anglo-Oriental College (MAO College) which was set up in 1877 by the great visionary and social reformer, Sir Syed Ahmad khan. The university is spread over 467.6 hectares in the city of Aligarh, Uttar Pradesh. It has more than 28,000, students, 1,342 teachers and some 5,610 non-teaching staff on its rolls. The university now has 12 faculties comprising 98 teaching departments, 3 academies and 15 centers and institutions. There are 19 halls of residence for students with 80 hostels. AMU has also established centers at Malappuram, Kerala (2011), Murshidabad, West Bengal (2010), Kishanganj, Bihar (2014), and a site has been identified for Aurangabad, Maharashtra center.

3 REVIEW OF LITERATURE

Just like a Country's Government, an organization is also a political entity. To understand Government one must understand Governmental politics, likewise to understand organization one must understand organizational politics (Pfefer 1992).

The theories and researches on organizational politics have expanded to a vast extent in last few decades. A quick literature search was conducted by Eran Vigoda and Dana R. Vashdi in 2010 and it was found that in between 1968 to 2010, the term "**Organizational Politics**" is used in title of more than 100 journal articles, mentioned in social science citation index (SSCI). Between 1981 and 1990 the number was 19, between 1991 and 2000 it increased to 31, and further increased to 36, between 2000 and 2010. These studies have dealt with hundreds of issues with many of them published in recent decade only.

For the purpose of this study, a detailed review of literature is conducted on organizational politics to identify its various antecedents and consequents. The review is first classified in two broad categories, that is, paper content and methodological approach. Thereafter, Paper Content is further classified as Organizational Politics, Antecedents and Consequents and Methodological Approach is classified as Conceptual and Analytical Approach (Ref. *Fig 3.1).*

3.1 PAPER CONTENT

3.1.1 ORGANIZATIONAL POLITICS

Organizational Politics is omnipresent and it is the subject of much casual conversation at the workplace but from last few decades it is increasingly becoming the focus of empirical research. (Ferris et al., 1993, Ferris et al., 1994, Ferris and Kachmar, 1992, Shore and Tetrick, 1991.)

The bulk of research on organizational politics has measured it in terms of perception of people. All these studies relied on Kurt Lewin's (1936) argument that people respond to their perceptions of reality, not to reality itself. Likewise, politics in organizations should be understood in terms of what people think of it rather than, what it actually represents. Organizational Politics is studied from three Perspectives that is, **Macro, Micro and Multi-Level Perspective**.

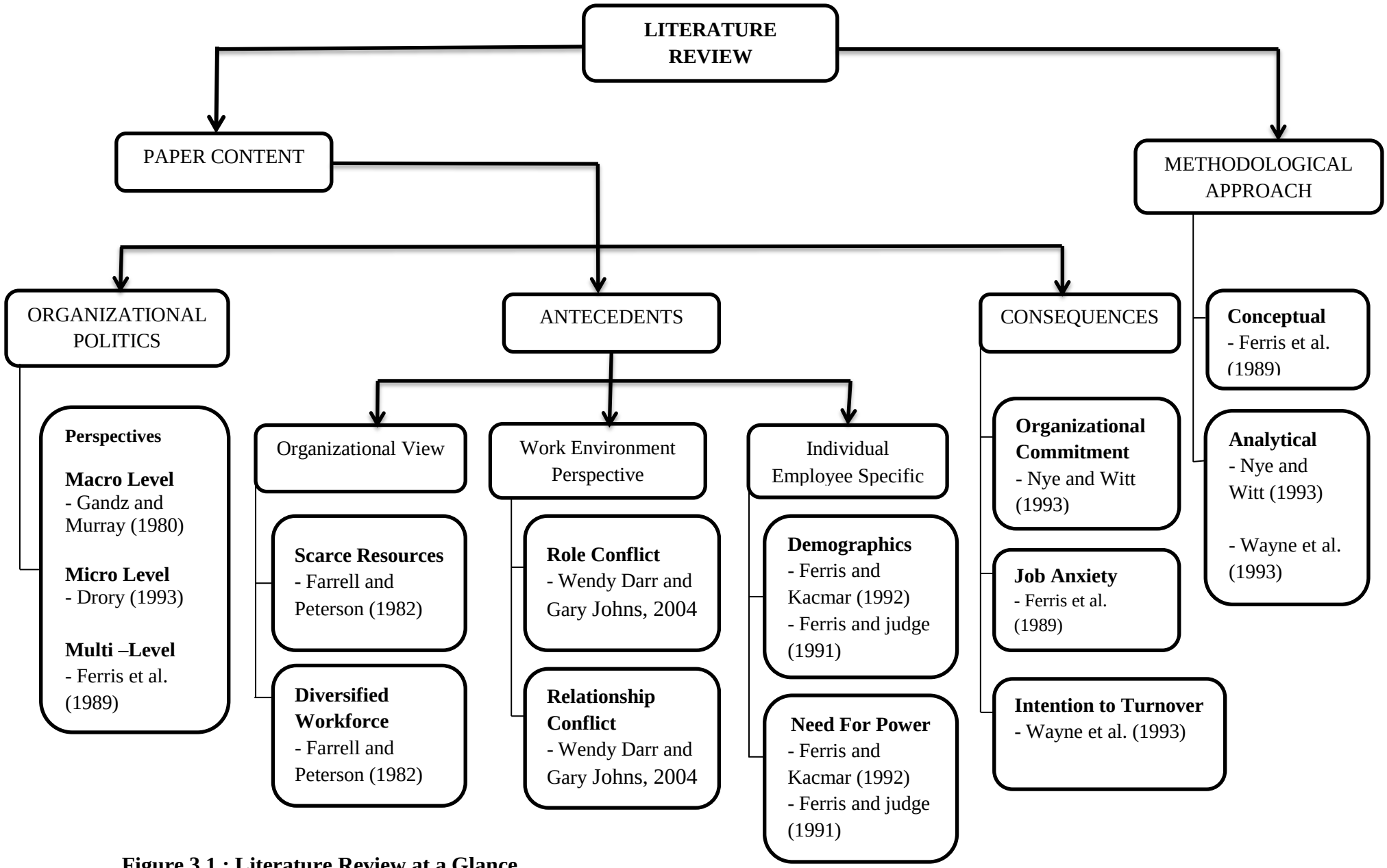
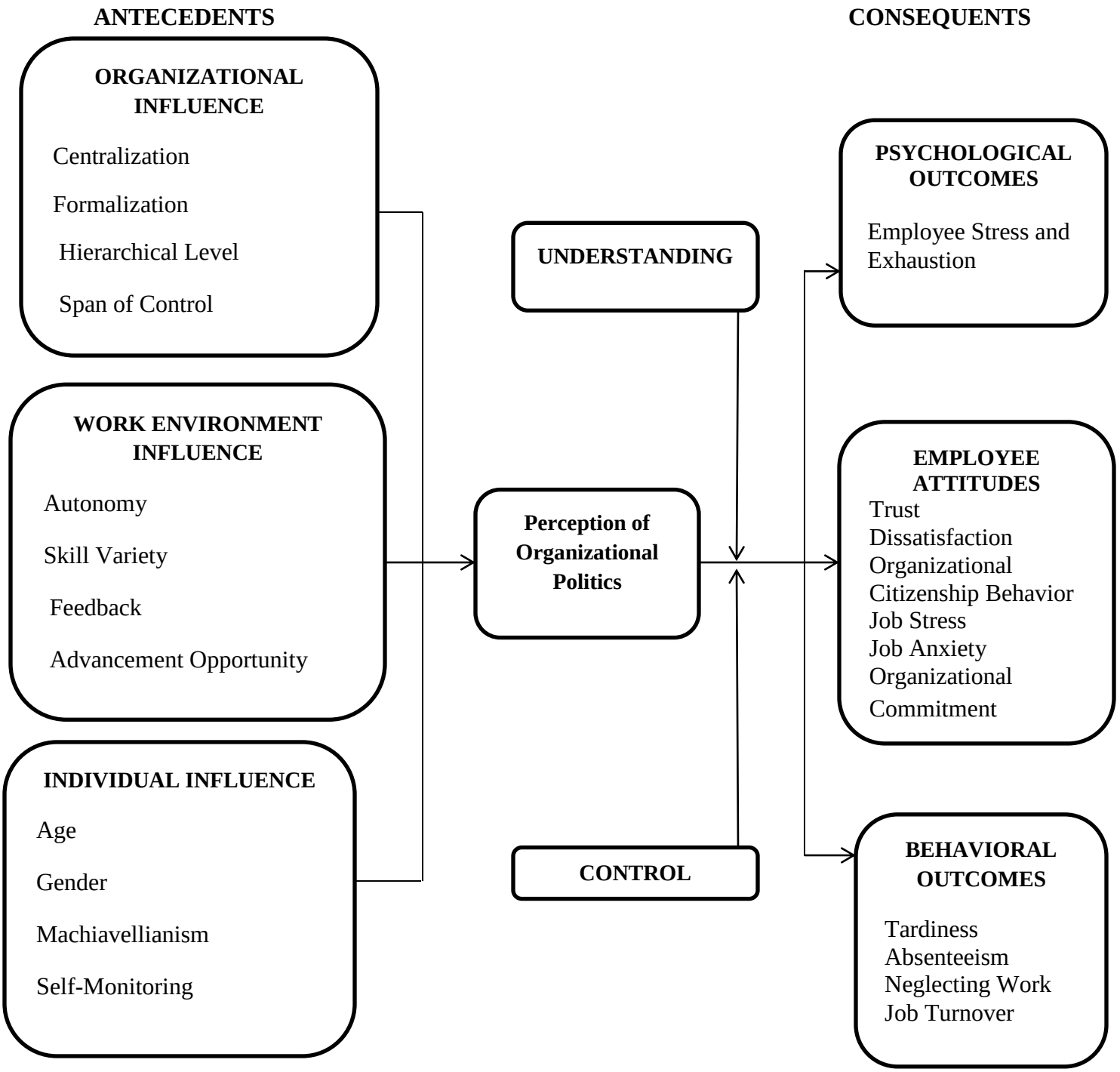


Figure 3.1 : Literature Review at a Glance

Some researchers like **Gandz and Murray (1980), Madison et. al. (1980) and Pfeffer (1981)** have taken a top down approach and studied organizational politics from a macro level perspective. The macro level perspective is derived from systems approach (Cyert and March, 1963), emphasizing on department or group level politics. Others like **O'Connor and Morrison (2001),** referring to the work of **Drory (1993) and Porter et al. (1981)** have studied it form micro level perspective, emphasizes on the individual level politics and defined organizational politics as "behaviors that occur on an informal basis within an organization and involve intentional acts of influence that are designed to protect or enhance individuals' professional careers when conflicting courses of action are possible." The former tend to examine the effects of structural characteristics such as routinization or project uncertainty on organizational or departmental politics, whereas the latter examine individual attributes such as Machiavellianism or self-monitoring in relation to perceived politics. Some researchers like **Ferris et al. (1989)** have studied it from multi-level perspective, which simultaneously emphasized on both macro and micro level variables to explain organizational politics and defined Organizational Politics as "A social influence process in which behavior is strategically designed to maximize short-term or long-term self-interest, which is either consistent with or at the expense of others interests". In their study Ferris et al. (1989) introduced **Model of the Perception of Organizational Politics.**

MODEL OF THE PERCEPTION OF ORGANIZATIONAL POLITICS



Source: *Ferris et al. (1989)*

Figure 3.2: Model of the Perception of Organizational Politics

The model positions politics perceptions as a product of the organization (centralization, formalization, hierarchical level, span of control), the job/environment (autonomy, skill variety, feedback, advancement opportunity), and individual influences (age, sex, Machiavellianism, self-monitoring). This model was the first to provide a conceptual understanding of the potential outcomes of politics perceptions in organizations. Central model is the notion that, the effects of experiencing politics are moderated by other variables. In particular, they focused on perceived control and understanding as important moderators of the relationship between perceived politics and outcomes. According to Ferris et al. (1989), if people perceive that politics go on in the work environment, and if they have little understanding or control over the process, politics can be interpreted as a threat and would be expected to lead to more negative outcomes. However, if employees understand the political game well and feel that, they have a high degree of control over the process and outcomes, more favorable outcome should result. The model pointed to a number of expected outcomes from organizational politics. Such outcomes include: psychological outcomes (employee stress and exhaustion), a negative change in employees' attitudes (trust, dissatisfaction, organizational commitment, and Organizational citizenship behavior) and, finally, an impact on behaviors (tardiness, absenteeism, neglecting work, job turnover). The model first shows the impact of antecedents on perception of organizational politics and then the impact of perception of organizational politics on its consequents as mediated by the variables control and understanding.

3.1.2 ANTECEDENTS

The model developed by Ferris et al 1989, outlines the organizational, work environment and personal level antecedents of organizational politics.

3.1.2.1 ORGANIZATIONAL INFLUENCES

The first category of antecedents to organizational politics, organizational influences, consist of those characteristics which describe organization in terms of structural influences on individual. According to Aristotle, politics stems from a diversity of interests and the employees of an organization bring their own interest, wants, desires and needs to the workplace. The members of

diversified workforce are at one and the same time cooperators in a common enterprise and rivals for the scarce material and intangible rewards of successful competition with each other. People need power to win this competition and to acquire power people get involved in organizational politics (Farrell and Peterson, 1982), thus reflecting a positive association of workforce diversity and scarce resources with organizational politics. No empirical evidence is found for confirmation of positive relationship of workforce diversity and scarcity of resources with organizational politics. Some other organizational influences like centralization span of control and hierarchical level also supposed to have a positive relationship and degree of formalization is supposed to have a negative relationship with organizational politics (Gandz and Murray, 1980, Ferris et. al., 1989, Ferris and Kacmar, 1992).

3.1.2.2 WORK ENVIRONMENT INFLUENCES

The second category of antecedents to organizational politics, work environment influences, is the notion that the more ambiguous and uncertain the work environment, the more likely individual will perceive an environment where politics pervades organizational actions (Ferris et al 1989, Fandt & Ferris 1990, Ferris et al 1994a, Medison et al 1980).

Conflict or dissensus gives rise to political activities within organization (pfeffer 1981), still the role of conflict has often been taken for granted in research on politics (Yammarino & Dansereau, 2002). Conflict in organizations is studied as role conflict and relationship conflict. Role conflict is concerned with the incompatibility of demands between tasks or obligations (Rizzo et al., 1970), whereas disagreements of an interpersonal nature are known as relationship conflict (Jehn, 1995, 1997). Members in groups experiencing relationship conflict tend to become preoccupied with activities such as reducing threat, increasing power, and building coalitions with other members (Jehn, 1997). These activities appear similar to those described as being political and also non-sanctioned or not formally approved by organization (Pfeffer, 1976, 1981, Zanzi and O'Neill 2001 and Mayes and Allen, 1977). Activities associated with task conflict are similar to list of organizationally sanctioned activities introduced by Zanzi and O'Neill 2001, such as image building and networking. Individuals experiencing high level of

relationship and role conflict will perceive high level of organizational politics as compared to the individuals who have not experienced such conflicts (Wendy Darr and Gary Johns, 2004)

3.1.2.3 INDIVIDUAL OR PERSONAL INFLUENCES

The third and the last category of antecedents to organizational politics, personal or individual influences, include the demographic and personality variables. Davis-Blake and Pfeffer (1989) called demographics as non-dispositional attributes and personality variables as dispositional attributes of individuals. Individuals belonging to those categories which operate from the position of inferiority like women, minorities, less educated workers, old age employees, or those who have witnessed or experienced unfair treatment in past, could likely perceive organization as more political than other members of organization (Ferris et al., 1989., Ferris and Kacmar, 1992, Ferris and Judge, 1991).

According to Mayes and Allen, 1977, personality dispositions were pertinent to politicking and these dispositions may cause differential perceptions with regard to organizational politics. Resource acquisition is a matter of supreme importance in complex organizations particularly when resources are limited and outcomes are important to individuals. It's the power of an individual which decides that what will be his share in these limited resources (House 1990). Need for power varies from person to person (McClelland, 1975) and variation in this need display differences in perception of exercise of power and influence (Vredenburg and Maurer 1984). The extensive work done on organizational politics by Ferris and his colleagues proposed a positive relationship of need for power with organizational politics. Other personality attributes like Machiavellianism, Self-Monitoring, External locus of control, found to have a positive relationship with organizational politics (Biberman, 1985, Gardner and Martinko, 1988, Moberg, 1978). Latter Ferris and his colleagues also proposed the same relationships.

3.1.3 CONSEQUENTS

Majority of definitions of organizational politics view it as workplace activities that results in negative or destructive outcomes. As mentioned above Ferris et al. 1989, has divided the potential outcomes of perception of organizational politics into three broad categories, that is, psychological outcomes, employee attitudes and actual behaviors and proposed a negative relationship of organizational politics with favorable outcomes (*Ref. Fig. 3.2*). Later studies iterated some of these relationships empirically. Gandz and Murray, 1980, found a negative relationship between organizational politics and job satisfaction. Cheng, 1983, found that organizational politics positively effects employee turnover. Shore and Tetrick (1991) found a negative relationship of organizational politics with organizational commitment. Ferris and Kacmar, 1992 found that organizational politics negatively affects job satisfaction but positively affects job productivity. Ferris and his colleagues conducted two studies in 1993, in study one they found that higher level of perception of organizational politics results in high level of job stress in employees and in study two they found a positive relationship of organizational politics with intentions to turnover and actual turnover. Wayne et al., 1993 found that high level of perception of organizational politics results in lower level of job satisfaction, organizational citizenship behavior and organizational commitment and higher level of intentions to turnover. Randall et al., 1994, in study one found a negative relationship of organizational politics with organizational commitment and positive with intentions to turnover and actual turnover. In study two they found a negative relationship of organizational politics with organizational citizenship behavior. However, empirical efforts to support the negative effects of organizational politics on job related outcomes have been inconclusive because the above mentioned researches found a negative relationship of organizational politics with favorable outcomes on the other hand, others have not found any relationship of organizational politics with some of these variables at all. Cheng, 1983, Randall et al. 1994, Study 1, Shore and Tetrick (1991), Nye and Witt (1993) and Parker et al. 2005 have not found any relationship of organizational politics with job satisfaction.

Table 4. SYNTHESIZED MATRIX OF LITERATURE REVIEW

S. No.	Paper Author	Organizational Politics	Scarcity	Diversity	Role Conflict	Relationship Conflict	Gender (Female)	Age (Old)	Need For Power	Organizational Commitment	Job Anxiety	Intention To Turnover
1	Pfeffer, 1976,	✓				+						
2	Mayes & Allen, 1977	✓				+						
3	Pfeffer, 1981	✓				+						
4	Farrell and Peterson, 1982	✓	+	+								
5	Eisenberger et al., 1986,	✓								-		
6	Ferris et al., 1989	✓				+	+	+	+	-	+	+
7	Shore and Tetrick, 1991	✓								-		
8	Frris & Judge, 1991	✓					+	+				
9	Ferris and Kachmar, 1992	✓					+	+				
10	Wayne et al., 1993	✓								-		+
11	Ferris et al., 1993, Study 2	✓										+
12	Nye and Witt, 1993	✓								-		
13	Shore and Wayne, 1993	✓								-		
14	Randall et al. 1994, Study 1	✓								-		+
15	Randall, et al. 1994, Study 2	✓										+
16	Ferris, et al., 1996	✓								-	+	+
18	Eran Vigoda, 1997	✓								-		+

19	Russell Cropanzano, et al., 1997, Study 1	✓								-		×
20	Russell Cropanzano, et al., 1997, Study 2	✓								-		+
21	Kacmar & Baron, 1999	✓								-		+
22	Kacmar et al., 1999	✓									+	+
23	Patricia A. Wilson , 1999	✓								+		
24	Marjorie Let al., 1999	✓								-		+
25	Mathew Valle and Pamela L. Perrewe, 2000	✓										+
26	Zanzi and O'Neill, 2001	✓			+	+						
27	Wendy Darr and Garry Johns, 2004	✓			+	+						
28	Chang Rosen, Levy (2009)	✓										+
29	Aristotle	✓		+								

Note: *'✓' Represents independent variable,*

'+' Represents positive relationship of dependent variable with independent variable,

'-' represents negative relationship of dependent variable with independent variable, and

'×' represents no relationship between dependent and independent variable.

4 NEED OF THE STUDY

India has one of the largest higher education systems in the world, with 25.9 million students enrolled in more than 45,000 degree and diploma institutions in the country. It has witnessed particularly high growth in the last decade, with enrollment of students increasing at a CAGR of 10.8% and institutions at a CAGR of 9%. In its Five Year Plans, during the Eleventh Plan period (2007-2012), India achieved a **Gross Enrollment Ratio (GER)** of 17.9%, up from 12.3% at the beginning of the Plan period. Various legislative actions were also taken during this period, including the introduction of the Higher Education and Research Bill, the Educational Tribunal Bill and the Foreign Educational Institutions Bill, to enhance transparency and quality in the sector. However, in spite of the significant progress made during the past few years, India's higher education sector is still plagued with several challenges, e.g., its relatively low GER, inequitable access to higher education by community, gender and geography, and lack of high-quality research and education institutions, resulting in sub-optimal outcomes.

According to a recent government report, the GER of India has increased to 17.9%, but still it is very low as compared to world average GER of approx. 22%. Two third of India's colleges and universities are below quality standard. India's highest-quality institutions have severely limited capacity. Industry reports and surveys indicate that students qualifying from higher education institutes lack the high-quality skills required, which leads to employability issues. According to industry reports, only 25% of technical graduates and 10%–15% of other graduates are considered employable by the IT/ITES industries. According to a survey conducted among 800 MBA students across different cities in India, only 23% were considered employable. In order to increase the supply, quality should be maintained.

In words of our former President **Mrs. Pratibha Patil** "It's a worrying sign that, even though the 3rd largest number of graduates in the world every year is produced in India, only 15 percent of our boys and girls passing out of college have the skills required to become employable! This brings in concerns that students are getting degrees, but not getting employable hands-on skill". The quality of students can at least partly be the reflection of performance of a teacher. Thus, after keeping in mind the deteriorated quality of qualified graduates in India, it is probable that, performance of teaching staff in universities is below par. Previous researches have shown that a

high level of perceived organizational politics in organizations is a major reason for degraded performance of employees. Thus, there is a need to find out the level of perceived organizational politics in universities along with its antecedents and consequents so that unfavorable consequents can be minimized in order to enhance the performance of teaching staff.

Previous studies have shown the relationship between antecedents, perception of politics and its consequents, but no such study is yet conducted on higher education system of India. The present study will examine the impact of antecedents on organizational politics, and ultimately the impact of organizational politics on behavioral outcomes of teaching staff in universities of India.

5 OBJECTIVES OF THE STUDY

The proposed study has the following objectives:

1. To evaluate the impact of organizational level antecedents on organizational politics.
2. To evaluate the impact of work environment level antecedents on organizational politics.
3. To evaluate the impact of personal level antecedents on organizational politics.
4. To evaluate the impact of organizational politics on its consequents.

6 CONCEPTUAL FRAMEWORK AND METHODOLOGY

The objectives and hypotheses of the study are based on the conceptual framework of **Antecedents and Consequents of Organizational Politics** as shown in Figure 6.1. The researcher has derived this framework from **Model of the Perception of Organizational Politics** developed by Ferris et al. (1989). The framework represents relationship between various antecedents of organizational politics, organizational politics and its consequents.

6.1 CONCEPTUAL FRAMEWORK

ANTECEDENTS **CONSEQUENTS**

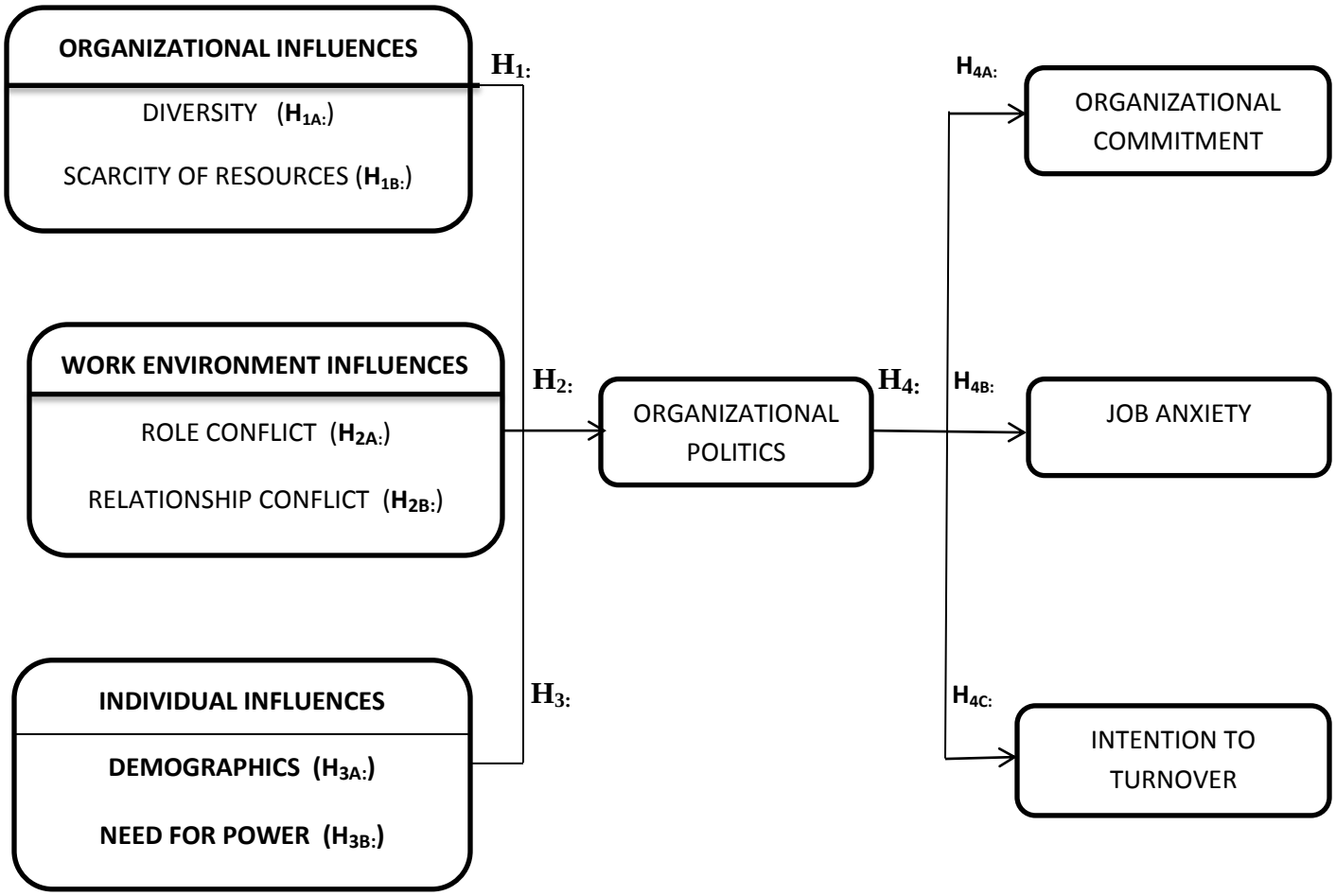


Figure 6.1: Framework of Antecedents and Consequents of Organizational Politics

In this proposed research, the researcher shall carry out the research on the basis of the suggested framework as presented in Figure 3. Some modifications have been made by the researcher in the original framework in terms of introducing the specific antecedents in context of proposed research problem to be studied by the researcher. The researcher has introduced the antecedents such as organizational influences (scarcity of resources and diversity), work environment influences (role conflict and relationship conflict) and personal influences (demographic characteristics, need for power). The model will examine the impact of antecedents on organizational politics and finally the impact of organizational politics on its consequents.

6.2 METHODOLOGY

This research work shall be a descriptive research study based on survey technique. In order to make study more reliable, data from both primary and secondary sources will be collected. The primary data will be collected from the selected study sample, using the appropriate sampling techniques followed by the analysis of the results through use of appropriate statistical tools to draw logical inferences and valid conclusion of the research.

6.2.1. HYPOTHESES

The study will be carried out in order to test the following hypotheses. The hypotheses for the study are drawn on the bases of following facts and previous researches:

Organizational Level Antecedents and Perception of Organizational Politics

Ferris et al. (1989) and Mathew Valle and Pamela L. Perrewe (2000) suggested that organizational or structural variables effect the perception of politics in organizations. Therefore, it is hypothesized that:

H_1: The organizational level antecedents are positively related to organizational politics**.**

Diversity and Perception of Organizational Politics

D. J. Hickson, C. R. Hinings, C. A. Lee, R. E. Schneck, and J. M. Pennings (1971) in their study "A Strategic Contingencies' Theory of Intra organizational Power" found that higher level of diversity in organization leads to high level of organizational politics. Therefore, it is hypothesized that:

H_{1A}: The variable diversity is positively related to organizational politics.

That is, the more diverse the organization, the greater is the extent of organizational politics.

Scarce Resources and Perception of Organizational Politics

D. J. Hickson, C. R. Hinings, C. A. Lee, R. E. Schneck, and J. M. Pennings (1971) in their study "A Strategic Contingencies' Theory of Intra organizational Power" found that higher level of diversity in organization leads to high level of organizational politics. Therefore, it is hypothesized that:

H_{1B}: The variable scarcity of resources is positively related to organizational politics.

Work Environment Level Antecedents and Perception of Organizational Politics

Ferris et al. (1989) and Mathew Valle & Pamela L. Perrewe (2000) suggested that work environment variables effect the perception of politics in organizations. Therefore, it is hypothesized that:

H_2: The work environment level antecedents are positively related to organizational politics**.**

Role Conflict and Organizational Politics

Fried and Tiegs (1995) found that individuals experiencing high level of role conflict have to choose between multiple alternatives concerning their work, which gives rise to disagreements over task issues resulting in organizational politics. Therefore, it is hypothesized that:

H_{2A}: The variable role conflict is positively related to organizational politics.

Relationship Conflict and Organizational Politics

Jehn (1997) found that members in groups experiencing relationship conflict tend to become preoccupied with activities such as reducing threat, increasing power, building coalitions with other members. all these activities are listed as unsanctioned political tactics by Pfeffer (1976), (1981), and Zanzi and O'Neill (2001). Therefore, it is hypothesized that:

H_{2B}: The variable relationship conflict is positively related to organizational politics.

Personal Level Antecedents and Organizational Politics

Davis-Blake and Pfeffer (1989) found that personal influences effects individual perception of politics. Basically the demographic and personality variables are included in this category. Therefore, it is hypothesized that:

H_3: The personal level antecedents are positively related to organizational politics.

Demographic Characteristics and Organizational Politics

Ferris and Judge (1991), Ferris and Kacmar (1992) and Ferris et al. (1989) suggested that members of group who have had to operate from positions of inferiority (example, women, older workers, minorities, less educated workers) or those, who have witnessed unfair treatment in the past, could likely perceive organizations as more political than other organizational members. Therefore, it is hypothesized that:

H_{3A}: The variable demographic characteristics like gender (female) and age (old) are positively related to organizational politics.

Need For Power and Organizational Politics

It is suggested that individual who differ on their need for power (McClelland, 1975) may display differences in their perceptions of the exercise of power and influence (Vredenburg & Maurer, 1984). Therefore, it is hypothesized that:

H_{3B}: The variable need for power is positively related to organizational politics.

Perception of Organizational Politics and Its Consequents

Previous research has examined the link between an individual perceiving the workplace as political and various job related outcomes. Ferris et al (1989) suggested that most of the reactions to perceived politics in organization were unfavorable, like decreased job satisfaction. Therefore, it is hypothesized that:

H_4: Organizational politics is negatively related to its favorable consequents.

Perception of Organizational Politics and Organizational Commitment

Corpanzano et al. (1997) found that politics perception is negatively related to job involvement, job satisfaction and organizational commitment. Therefore, it is hypothesized that:

H_{4A}: Organizational politics is negatively related to employee's organizational commitment.

Perception of Organizational Politics and Job anxiety

Ferris et al. (1996), Kacmar and Perrewe (1993) and Velle (1994) found that politics perceptions are a significant predictor of job anxiety. Ferris et al. (1989) found that higher level of perceived organizational politics results in increased job anxiety. Therefore, it is hypothesized that:

H_{4B}: Organizational politics is positively related to employee's job anxiety.

Perception of Organizational Politics and Intentions to Turnover

Corpanzano et al. (1997) and Ferris et al. (1989) found that, politics perception is positively related to turnover intentions. Ferris et al. (1989) even suggested that, job dissatisfaction and job anxiety concerning organizational politics were contributors to organizational withdrawal behaviors, including turnover. Therefore, it is hypothesized that:

H_{4C}: Organizational politics is positively related to employee's intention to turnover.

6.2.2 SCOPE OF THE STUDY

In order to collect data, sample shall be drawn from Banaras Hindu University; Varanasi and Aligarh Muslim University, Aligarh. Both the universities are selected from the state of Uttar Pradesh of Northern India.

6.2.3 SAMPLING DESIGN

A good sample is true representative of the population. For the purpose of this study, **Judgmental and Convenience** sampling will be used to draw appropriate representative sample from the population.

6.2.3.1 CALCULATION OF SAMPLE SIZE

The population from which sample is to be drawn is finite in nature. For calculation of sample size of finite population, first of all, sample size, is to be calculated without considering finite population correction factor. To calculate the sample size without considering finite population correction factor, the following formula is used:

Here, n_0 = Sample size without considering finite population correction factor
σ = Standard Deviation
Z = Standard normal distribution for 95% confidence level equivalent to 1.96 and,
D = Degree of precision desired

$$\boldsymbol{n_0 = \frac{\sigma^2 \times Z^2}{D^2}}$$

In order to obtain a representative and realistic sample size, the results of sample size from 3 scenarios are compared:

Scenario 1- Estimating a low standard deviation and low degree of precision.

Scenario 2- Estimating a moderate standard deviation and moderate degree of precision.

Scenario 3- Estimating a high standard deviation and high degree of precision.

The results are summarized in table 5

Table 5: Comparative Analysis Taking Different Values of σ and D.

	SD	Z	D	n_0
Scenario 1	0.5	1.96	0.5	3.84
Scenario 2	1	1.96	0.3	42.68
Scenario 3	1.5	1.96	0.1	864.36
Total				910.89
Average				**304**

Taking an average of the all the three scenarios, considered taking different values of σ and D, sample size without considering finite population correction factor is computed to be 304. The sample size is distributed between two universities in proportion of their size, in total population. The calculated sample size is higher than 10% of total population and thus, sample size after considering finite population correction factor is calculated by following formula:

$$n = \frac{n_0 \times N}{n_0 + (N - 1)}$$

Here, n= Sample size after considering finite population correction factor

n_0 = sample size without considering finite population correction factor

N = size of population

Table 6: Calculation of Sample Size after Considering Finite Population Correction Factor

	N*	n_0	$n_0 \times N$	$n_0 + (N-1)$	N
BHU, Varanasi	1744	193	337455	1936	174
AMU	996	111	110063	1106	100
Total	**2740**	**304**			**274**

Source: *www.bhu.ac.in; www.amu.ac.in*

The sample size calculated after considering finite population correction factor is 274, out of which 174 items will be drawn from BHU, Varanasi, 100 items will be drawn from Aligarh Muslim University, Aligarh.

Finally, the sample size of both universities is distributed as Professors, Associate Professors and Assistant Professors in proportion of their size in the respective university's population.

Table 7: Sample Size and Its Proportionate Distribution

	Professors	**Associate Professors**	**Assistant Professors**	**N**
BHU, Varanasi	66	39	69	174
AMU, Aligarh	30	39	31	100
Total Sample Size	96	78	100	**274**

From 174 sample items of BHU, Varanasi, 66 professors, 39 associate professors and 69 assistant professors will be drawn as sample. Out of 100 sample items of Aligarh Muslim University, Aligarh, 30 professors, 39 associate professors and 31 assistant professors will be drawn as sample.

6.2.4 SOURCES OF DATA COLLECTION

To determine the objectives of the proposed study, data will be collected from both primary as well as secondary sources.

6.2.4.1 **PRIMARY DATA**

To fulfill the objectives and test hypotheses, primary data will be collected from Professors, Associate Professors and Assistant Professors of various public and private universities with help of structured questionnaires and personal interviews. Before preparing a questionnaire few target respondents will be interviewed. Thereafter, a structured questionnaire will be prepared which

will be exposed to a pilot test to check its reliability. Any amendment which would be felt necessary will be made in the final questionnaire before administering it to all 274 respondents.

6.2.4.2 SECONDARY DATA

Secondary data will provide the information and facts about the universities and the antecedents & consequents of organizational politics in public and private universities. Secondary data, for the study will be collected from the following sources:

- Magazines
- Newspapers
- Websites
- Books
- Journals etc.

6.2.5 TABULATION AND ANALYSIS OF DATA

Data will be tabulated and analyzed on following parameters:

- Organizational level antecedents
- Work environment level antecedents
- Personal level antecedents
- Organizational politics perception
- Organizational commitment
- Job anxiety
- Intention to turnover

6.2.6 STATISTICAL TOOLS

To test the given hypotheses and survey findings scientifically, researcher is keen to analyze the data by using appropriate statistical tools like ANOVA(analysis of variance), Z- test, correlation, regression and suitable test of significance etc. In order to find out, which antecedent have the major impact on organizational politics second order partial correlation will be used.

6.2.7 MANAGERIAL IMPLICATIONS OF THE STUDY

The study will be helpful in upgrading the performance of teaching staff in selected universities of India. India is world's third largest producer of graduates in a year but only 15 percent of these graduates have employable skills on hands. The deteriorated quality of students partly reflects the degradation in quality of teaching staff in universities. Organizational politics is empirically proved to be one of the major reasons for reduction in quality of employee's job performance. This study will be helpful in identifying the level of perception of organizational politics among teaching staff in selected universities of India. The study will also identify various causes or reasons for perception of organizational politics and at the same time it will deal with various attitudinal and behavioral outcomes like organizational commitment, intentions to turnover and job anxiety, thus enabling the selected universities to control those antecedents which are contributing in increasing the level of POP which will ultimately result in increment in favorable outcomes like organizational commitment and decrement in unfavorable outcomes like intentions to turnover and job anxiety. Increased organizational commitment and decreased job anxiety and intentions to turnover will improve the quality of performance of teaching staff in universities, which will enhance the quality of higher education system of India.

7 PROPOSED CHAPTERIZATION

The structure of the proposed study will be as follows:

Chapter1. Introduction

Chapter2. Review of Literature

Chapter3. Profile of Universities

Chapter4. Research Methodology

Chapter5. Analysis and Results

Chapter6. Conclusion and Suggestions

Table 8. GANTT CHART

The Proposed plan of work as will be conducted is shown in the following GANTT CHART:

Activities	Months											
	2	4	6	8	10	12	14	16	18	20	22	24
Review of Literature												
Questionnaire Designing												
Pretesting of questionnaire												
Collection of data												
Data Processing and Analysis												
Results, Conclusion and Suggestions												
Thesis Writing												
Correction												
Final Typing												

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